

April 2021

The Future of Work Culture

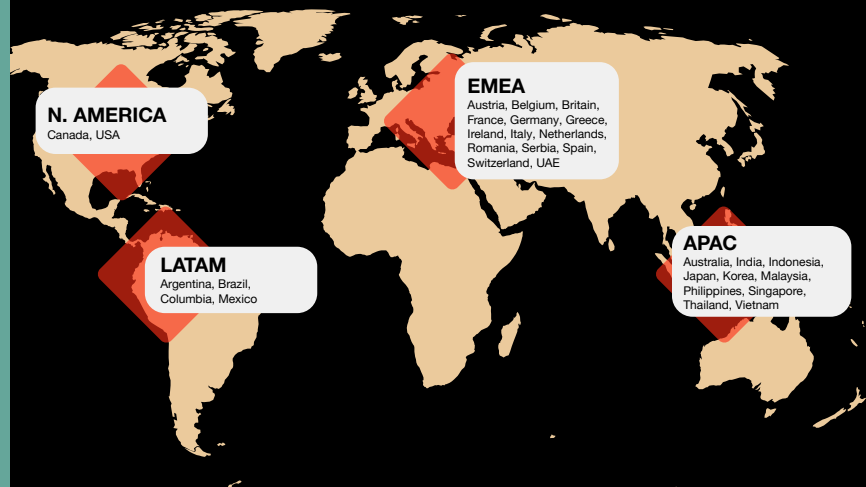
information
desk

insights from
VICE media
group

This research set out to understand how all the events of 2020 - from the pandemic to the racial justice movement - will influence work culture moving forward.

An online quantitative study fielded from **August-September, 2020** via VICE, Refinery29, and i-D websites and social channels.

MARKETS



SAMPLE SIZE

N=3,372

46%
MEN

50%
WOMEN

4%
OTHER

GENERATION

33%
GEN Z

50%
MILLENNIAL

17%
GEN X+

LOCATION

12%
RURAL

26%
SUBURBAN

45%
URBAN

17%
MAJOR CITY
(1MM+ PEOPLE)



**Work culture will be
driven by values not
venues**

Remote work will be commonplace

6 in 10

expect the pandemic to **forever** change the role that work plays in people's lives

▶ 8 in 10 NA

AS SEEN ON VICE

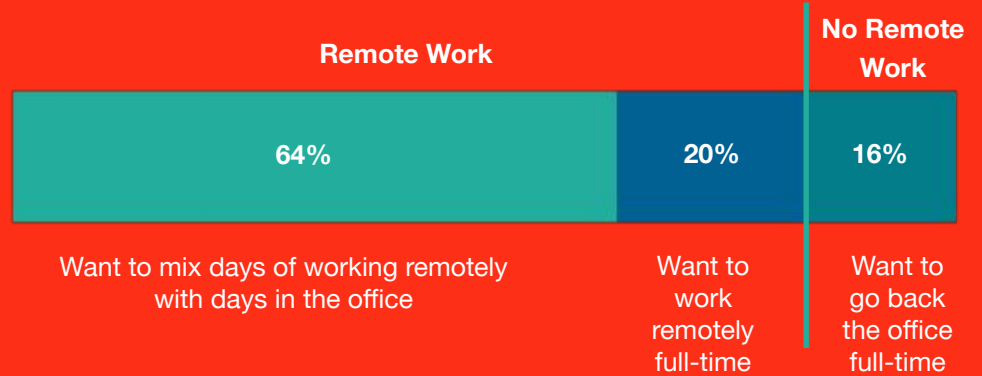


Turning to stories about adjusting to remote work life

+135%

+ Above benchmark visits
[How to Work From Home With Roommates Without Losing It Completely](#)

Preferred Work Environment



"I'm a big fan of working from home, because I can be much more productive. I work best at night from 10pm onwards to 5am, It's when I get most stuff done. I'm kind of useless during the day. I don't get half of the work done [during the day] that I get them done in the late hours."

– Gen Y, Male, Japan

Lack of physical connection will shift the expression of work culture

• 7 in 10

Say company culture is important when choosing a job

• 6 in 10

Feel less connected to company culture working remotely

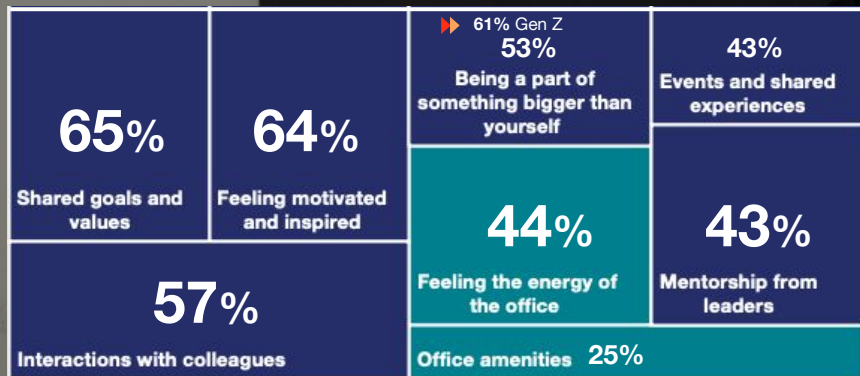


"No one's priority is to socialise anymore, whereas that was a huge part of our company, socializing, going out for drinks, happy hour or getting coffee with someone. Since our work culture was based around material things and the camaraderie that we get around those material things, it feels like there's definitely the death of socialisation now."

– Gen Z, Female, Korea

Company culture is defined by shared goals and values, not a physical location

Definition of company culture



"Our boss is encouraging us to take part in the team meetings that we have. They're asking us for information about how we are feeling, if everything is okay and so on. You can tell that they care about what's happening with us."

- Gen Z, Female, Philippines

"We adopted this tool called Lattice, which allows you to implement your company goals and team goals. Every time someone does something well you can praise them, and that praise goes directly on Slack. Because of the physical limitations you must find creative ways to shout people out and keep the same form of motivation."

- Gen Y, Male, Korea

Virtual interactions can foster work culture by igniting connections and showcasing values

How to foster company culture remotely:

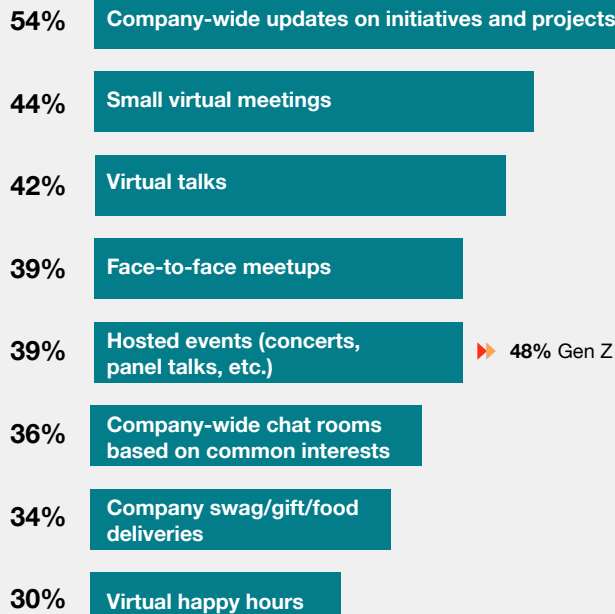


Chart only shows responses of 30% and above

"Because so much of the company was based on connections in the office, our CEO sending out emails has been really nice. I really like how she designs her Friday wrap-ups, she has a great way of speaking to the company."

- Gen Y, Male, Spain

"It was someone's birthday. So we actually did a virtual farm tour. I highly recommend doing this. It's called Goat To Meeting where I organized us to go on a virtual farm tour, which was really fun."

- Gen Y, Female, US

"My colleagues created a Discord room. It's a communication tool and we can use the bot like a music bot or translation bot. We can communicate more fluently and smoothly. We separated our business chat room from our casual chat room. It's nice to talk."

- Gen Y, Male, Japan



**The workforce
will determine
work culture**

What you do matters, young people are seeking meaningful employment more than ever before

DEFINITION OF SUCCESS

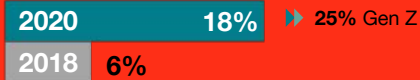
I'm able to do all the things in life that are important to me



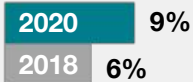
I've made a positive change in my company, community or the world



I land my dream job/enjoy the work I do



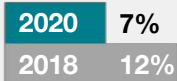
I make a lot of money



I get personal recognition for my accomplishments



I have strong relationships with my friends and family



82%

Want to do something that really matters to them

Work will remain an integral part of people's identity

2_{IN}5

expect work to **still be a central tenet** in people's lives after the pandemic

AS SEEN ON R29



Actively seeking out content about jobs

+111%

+ Above benchmark visits

Your Ideal Job, According To Your Midheaven Zodiac Sign



"In terms of the future of work, people should experiment and explore new things that you might not necessarily have been doing before. Giving people the opportunity to acquire new skills, opening up the floor. [...] Providing training for that and equipping everyone with the necessary stuff to move into these roles."

- Gen Y, Female, Singapore

Young employees want to work among diverse skill and experiences

45%

say that businesses should offer remote work opportunities to **broaden the pool of potential employees**

- ▶ 63% NA
- ▶ 55% LATAM

47%

say that businesses should offer tuition assistance to **increase employee qualifications and skills**

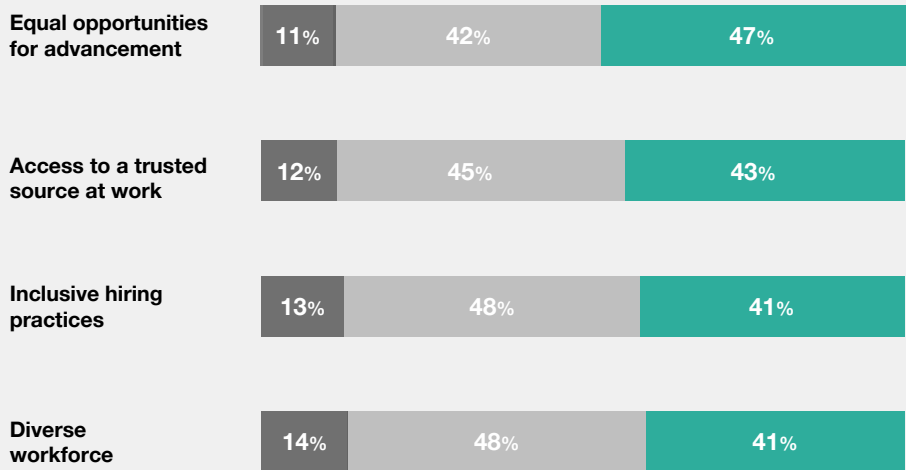
- ▶ 67% LATAM
- ▶ 65% NA

"[Companies] could be progressive in this aspect of life completely shifting. Then we could have the diversity of people that we could bring in from different ages, different backgrounds, different economic standings, which would make us way stronger."

– Male, Gen Y, US

Diversity and inclusion efforts in the workplace are currently lacking

COMPANY RATINGS

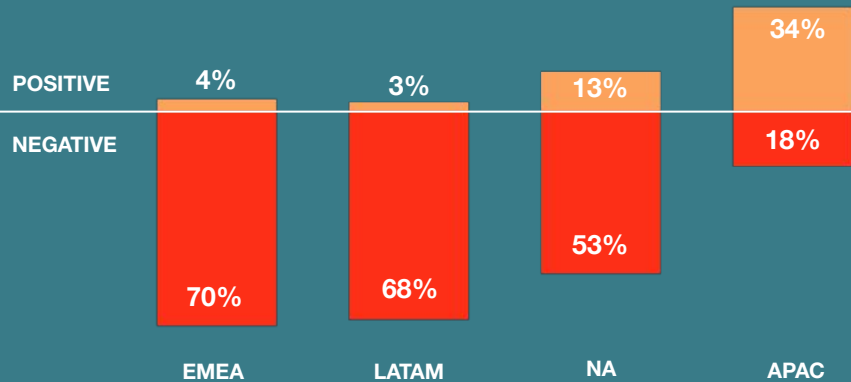


■ Exceeds Expectations ■ Meets Expectations ■ Needs Improvement

RATING OF COMPANY DIVERSITY EFFORTS BY REGION

Most regions have room for improvement in diversity efforts

Businesses get notably higher marks for diversity and equality in APAC, a region with less reports of recent social justice movements compared to other areas of the world.



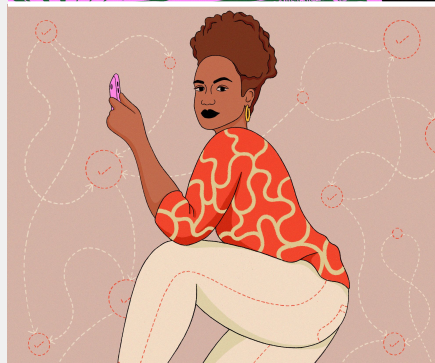
Young people demand accountability and action towards a more equitable workplace.



58%

say that businesses should take a company-wide **stance against discrimination and racism**, both internally and externally.

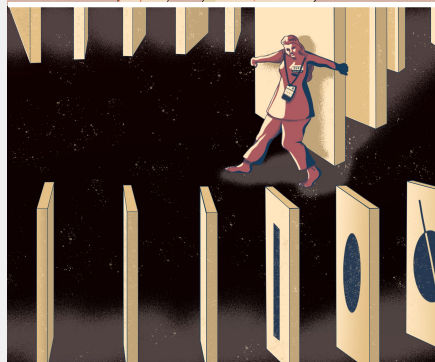
- ▶ 66% Gen Z
- ▶ 64% Female
- ▶ 76% NA
- ▶ 74% LATAM
- ▶ 72% EMEA



50%

say that businesses should set clear benchmarks to achieve **gender equity** across management and leadership positions.

- ▶ 58% Female
- ▶ 56% Gen Z
- ▶ 67% NA
- ▶ 63% EMEA



51%

say that businesses should routinely assess the **workplace racial climate** and take meaningful actions to improve it when needed

- ▶ 58% Female
- ▶ 58% Gen Z
- ▶ 69% NA
- ▶ 68% EMEA

● This is especially true among Gen Z, a generation that is more diverse than ever.

More transparency from leadership is needed to establish a culture of trust

55%

say that businesses should provide **clear lines of communication to report offences** in the workplace

▶ 69% LATAM

▶ 76% NA

47%

say that businesses should provide a **safe space for dialogue around social justice** movements

▶ 65% NA





Workplaces will no longer be a location, but a destination

Remote work can be more productive, but is missing effective collaboration

Top Benefit of Remote Work

86%

Time management
(e.g. flexibility, more time with family, increased productivity)

"What I like about [remote work] is the freedom. I don't have to wear a uniform... There are protocols that I don't have to follow. That stimulates more creativity, and it gives you more joy in your work."

- Gen Z, Male, Singapore

Top Challenge of Remote Work

64%

Communication
(e.g. difficulty collaborating/ socializing with colleagues)

"When you are working together you can bounce ideas off and you work faster. When you work at home, you don't have that connection, so it makes working slower. You have less exchange of ideas."

- Gen Y, Male, Singapore



The comradery of office life is hard to replace

Top things missed from office life...

"It's also the relationship you gather with people. Face-to-face is always better no matter what people say. You get a sense of the person when you interact with them physically and that creates a sense of trust."

– Gen Z, Female, Singapore

"[The office] should have more of a social function. Maybe it's inhumane to work from home and to be surrounded by the same people all the time and to have no human contact with people outside of your home."

– Gen Y, Male, Spain



55%



FACE-TO-FACE COMMUNICATION



50%



SOCIALIZATION

Only responses of 50% and above are shown

A physical office space is still needed, but its purpose will evolve

ONLY
12%

think there's **no need** to
have a physical office
space anymore

81%


think that the **purpose** of the
office should be different than
before the pandemic



The office of the future will be a hub for creativity, collaboration and inclusion

THE POST-PANDEMIC OFFICE WILL BE...

- #1 A space for collaboration and brainstorming
- #2 A space to socialise and connect with colleagues
- #3 A space for client meetings
- #4 A cultural hub
- #5 A space to celebrate diversity within the organisation

A woman with long brown hair and a man with short blonde hair are looking at a colorful abstract painting. The woman is smiling and looking down at the painting, while the man is looking up at her with a slight smile.

"The biggest thing which is lacking now, is that you can't have lunch with your colleagues or have an interaction. This is the human part of things, where you can also hear what's happening cultural-wise, what are people doing besides work. You get more of a connection on this level, you discover new things in other people. In an office it's easier to grab someone, have a quick chat and talk about a few things. You have a better personal connection."

– Gen Y, Male, UK

What happens now

Break Down Walls & Open Borders

- Align your corporate culture with the values of young people to build comradery and community
- Create innovative ways to communicate company vision and mission to be felt by all employees, regardless of location
- Offer opportunities to potential and current employees: expand the applicant pool into broader regions and financially support knowledge-building among the current workforce

Acknowledge Room For Improvement & Show Your Receipts

- Take accountability for past discretions and decisions when applicable
- Establish trust moving forward through transparency that starts at the top
- Set benchmarks to measure progress in diversity efforts

Make the Office Space Magnetic

- Reimagine the office to make a space that will create inspiration among employees and as a recruitment tool to attract new talent
- Reposition the office as a space for interactions & connections – those planned and spontaneous, work-based and social



Thank you

